



AFRH
The Premier
Retirement Community
For America's Veterans

Armed Forces Retirement Home



Strategic Plan Fiscal Years 2003–2008

*Protecting a Promise —
Renewing the Trust*

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Introduction

The Armed Forces Retirement Home (AFRH) is proud to present this strategic plan for the years 2003 through 2008, a time that will present both significant challenges and opportunities for the organization. This plan communicates our intentions for managing the challenges and exploring the opportunities as we move into the future. The AFRH has a long and distinguished tradition of excellence in serving the veterans of the Armed Forces, and we will strive to continue that tradition in the coming years.

During the past year, we have been moving to integrate and align the service delivery between the two campuses, (Gulfport, Mississippi and Washington, D.C.) to ensure that the AFRH service delivery model is both financially viable and achieves the high standard of performance that we strive to maintain.

We are focusing on new business practices and implementing automated processes, especially in areas where such changes can improve resident service and organizational effectiveness. We are focusing on continuing to raise the bar on our customer satisfaction measures and build our capability to expand our future services and program offerings. We formulated an aggressive and proactive communications and marketing outreach program to ensure that the military communities are fully aware of the services we provide. We have also redesigned our website (www.afrh.gov) to provide information for current and prospective residents and their families and the personnel at AFRH.

In performing its mission, the AFRH interacts with other Federal agencies and private organizations. Our primary public partnerships are with Department of Defense, Department of Treasury (Bureau of Public Debt), Department of Agriculture (National Finance Center), General Services Administration, and Office of Management and Budget. We have numerous initiatives and ongoing programs involving these and other agencies, and plan to increase our outreach and partnerships with other public and private organizations. This plan describes the most important of these interactions in conjunction with the achievement of specific strategic goals and objectives.

Vision Statement

Provide an environment that nurtures the Health and Wellness philosophy of aging and that provides a continuum of residential Life Care Services in a community setting for our Nation's Heroes.

Mission Statement

The mission of the Armed Forces Retirement Home is to fulfill our Nation's commitment to provide care through a comprehensive range of services for America's Armed Forces Veterans. We support our residents' independence, dignity, distinction, heritage, and future of continued life-enriching experiences. Together, the AFRH family of residents and staff create a place of caring and continual learning. We are committed to providing the best housing and support services possible and creating a true community of accomplished, independent residents, who are free to explore their talents, pursue their interests, and follow their dreams.

Strategic Goals

- Create financial net growth and stability for the trust fund.
- Deliver exceptional service and programs in an environment that attracts residents and enriches the quality of their lives.
- Design and sustain effective and efficient internal operations that maximize and leverage resources across the entire organization.
- Promote professional development and personal excellence for all personnel.
- Foster a commitment to service and quality and an environment of mutual respect and integrity.

AFRH Campuses

For more than a century and a half, veteran airmen, Marines, sailors and soldiers have enjoyed the finest lifestyles in their retirement. The tradition continues with both the Gulfport and Washington campuses of the Armed Forces Retirement Home, model retirement centers with facilities and services designed with our residents in mind.

Two campuses located in Gulfport, Mississippi and Washington D.C. provide outstanding services and amenities that rival those found throughout the United States. For those who meet the eligibility requirements, there are no costly initiation or registration fees, and the monthly user fees are affordable.



Gulfport, Mississippi

The Gulfport, Mississippi campus is an affordable, independent retirement community built on the tradition of “Taking Care of Our Own.” The oldest veteran retirement home in the country was established in 1811 for naval personnel originally in Philadelphia, Pennsylvania and was relocated almost a century and a half later to its present site in historic Gulfport.

Located on 47 scenic acres along the Gulf of Mexico, just a short walk to the world’s most beautiful and temperate beaches, our modern 11-story residential building provides private rooms, a dining facility, entertainment, transportation, medical care, and a host of amenities that outshine those in the finest commercial retirement communities.

Our accredited on-site medical facility provides pharmaceuticals and quality clinical and dental services at no additional cost to qualified residents. The AFRH-Gulfport has 48 long-term care beds, as well as 50 assisted living beds with expansions to a new assisted living facility soon to come.

The Home provides shuttle buses several times daily to surrounding hospitals and medical centers, and benefits from outstanding public transportation support with service provided on the hour.

The Home is located equal distance between Keesler Air Force Base to the east and the U.S. Navy “Seabees” Construction Battalion Center to the west. The Navy also operates the Naval Station at Pascagoula and Naval activities at the nearby Stennis Space Center. Additionally, there are several civilian and two Veteran's Affairs medical centers in the immediate area.

AFRH-Gulfport is situated on the Mississippi Gulf Coast, which boasts some of the finest beaches, fishing, casinos, restaurants, resorts, entertainment, shopping, and championship golf courses in the southeast United States.

Washington, D.C.

When prospective residents enter the Washington campus for the first time, they’re stunned by its majestic views, rolling hills, tranquil lakes and historic landmarks. Nestled in a peaceful, secure setting in Northwest Washington, D.C., the Home is just minutes from the White House, U.S. Capitol and other national landmarks, and has served as a temporary residence for four U.S. Presidents, including Abraham Lincoln. Today, AFRH-Washington has evolved into an outstanding example of the military taking care of its own with exceptional independent, assisted living, and long-term care facilities.

Considered a city within a city, the campus features everything residents need for daily living: private rooms equipped for cable television and telephones, banks, chapels, a convenience store, a post office, laundry facilities, a barber shop and beauty salon, dining facilities, and a 24-hour security and staff presence. Beyond necessities, we take pride in offering exceptional social, recreational, and occupational activities for every interest.

Residents of the AFRH-Washington enjoy total mobility and freedom within our campus. Many spend time off-campus with their children and grandchildren; others enjoy the world-class theaters, museums, restaurants, and attractions in the metropolitan area; and some take advantage of nearby Andrews Air Force Base for “space-available” European travel. The possibilities for nearby off-campus enjoyment are limitless.

In keeping with its mission to provide the finest care for military retirees, the AFRH-Washington ensures that every eligible resident, regardless of financial ability, receives top-rated long-term care when necessary. The on-site 200-bed King Health Center for assisted living and skilled nursing care is accredited by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). Physical, occupational,

speech/language, and recreational therapists provide services for residents at the Center. Daily transportation is available to surrounding hospitals, including Walter Reed Army Medical Center and the Washington VA Medical Center.

AFRH Strategic Goals

The Armed Forces Retirement Home is the premier retirement community and continuing care provider of choice for eligible United States Armed Forces Veterans. We serve our Veterans with the same level of commitment and honor that they provided while serving our Country. AFHR defines its Strategic Goals across five major areas.

Goal 1: Financial

Create financial net growth and stability for the trust fund.

AFRH's dedication to providing the best services and facilities to its residents is made possible by a commitment to increase revenue and reduce costs. AFRH's fiduciary responsibility and financial accountability ensures the interests of our residents and key stakeholders and maximizes available resources. AFRH's fundamental financial strategy is to make effective use of resources, decrease expenditures, increase revenue, and grow net while maintaining and increasing high standards of services and facilities.

Goal 2: Customers

Deliver exceptional service and programs in an environment that attracts residents and enriches the quality of their lives.

AFRH's first responsibility is to ensure the satisfaction and well-being of its residents. AFRH also places high importance on the satisfaction of service partners and other key stakeholders. To engender high levels of customer satisfaction, AFRH aims at continuing positive public relations, and sustains a strategic approach to providing quality services and responses to customer needs.

Goal 3: Internal Business Processes

Develop and sustain effective and efficient internal operations that maximize and leverage resources across the entire organization.

AFRH ensures its ability to provide quality services and facilities to America's Armed Forces Veterans by maintaining effective, efficient internal business processes. AFRH continually evaluates and improves upon these processes to effectively manage resources, facilitate communication, and promote AFRH team operations.

Goal 4: Learning and Growth

Promote professional development and personal excellence for all personnel.

AFRH is a learning organization that promotes professional development and excellence for all members of the staff by facilitating ongoing learning, refining skills, building competencies, developing new proficiencies, and encouraging growth for our community. AFRH encourages its employees to continually improve and expand their skills and gain from the experience of serving in our family.

Goal 5: Culture

Foster a commitment to service and quality and an environment of mutual respect and integrity.

AFRH's corporate culture reflects the values of service, quality, mutual respect, and integrity. AFRH maintains a culture of service, quality, and dedication to the Veterans.

AFRH Strategic Objectives

To ensure that we make consistent progress on each of our strategic goals, we have established specific, measurable objectives in each area.

Goal 1: Financial

Create financial net growth and stability for the trust fund.

- Objective 1-1: Increase revenue resulting in a net increase
- Objective 1-2: Reduction of costs resulting in a net increase

Goal 2: Customers

Deliver exceptional service and programs in an environment that attracts residents and enriches the quality of their lives.

- Objective 2-1: Increase customer satisfaction through superior execution of the mission
- Objective 2-2: Increase resident retention and potential resident outreach
- Objective 2-3: Promote positive public relations
- Objective 2-4: Assess transitions between levels of care

Goal 3: Internal Business Processes

Develop and sustain effective and efficient internal operations that maximize and leverage resources across the entire organization.

- Objective 3-1: Increase service efficiency through achieving resident capacity
- Objective 3-2: Increase timeliness and satisfaction with internal communications

Goal 4: Learning and Growth

Promote professional development and personal excellence for all personnel.

- Objective 4-1: Provide a comprehensive employee training program tied to performance, competencies, and accountability in compliance with OSHA and JCAHO requirements
- Objective 4-2: Inform key AFRH stakeholders of available training

Goal 5: Culture

Foster a commitment to service and quality and an environment of mutual respect and integrity.

- Objective 5-1: Increase teamwork and cooperation among AFRH employees
- Objective 5-2: Maintain an accurate cross-campus health and wellness model
- Objective 5-3: Review cause of denials on a monthly basis
- Objective 5-4: Attract, develop, and maintain a high-performing workforce



***“A journey of a thousand miles
begins with a single step.”***

*Lao-tzu, The Way of Lao-tzu
Chinese philosopher (604–531 B.C.)*